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CJR Network
Management Strategy

**Ministry of the
Attorney General**

April 8, 1997

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CJR Network
Management Strategy

**Ministry of the
Attorney General**

April 8, 1997

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I. Introduction

Manifest Communications is pleased to submit this strategy to the Ministry of the Attorney General to help guide Civil Justice Reform (CJR) communications to members of *The CJR Network*. *The CJR Network* consists of key players who need to be aware of, understand, and support CJR initiatives. These include the judiciary, the bar, the mediation community, the business community, the media, and various internal Ministry and government audiences.

This strategy is designed to build upon communications activities already undertaken by the Ministry and to provide a framework for future efforts. Specifically, it is directed towards prioritizing and organizing CJR communications to *The CJR Network* for the current fiscal year.

The core of CJR communications is action — the step-by-step roll out of Civil Justice Reform. This strategy builds on and around that process to ensure that key audiences are aware, informed, and equipped to fully participate in the new civil justice system. This strategy is only one element of a CJR communications program which includes public education, media relations, and internal communications.

This strategy is based on:

- a review of: the Civil Justice Reform Communications Plan, the Ministry of the Attorney General Draft Stakeholder Action Plan (November 1996 - March 1997), Civil Justice Reform Communications Roll-Out (updated March 7, 1997), Civil Justice Reform Chronology Of Communications Activities Calendar (September 1996 - September 1997), and
- consultations with members of the Ministry's Civil Justice Reform Project team.

II. Context For Action

The Government of Ontario and the Ministry of the Attorney General are committed to improving the civil justice system. In April 1994, the Government of Ontario and the Ontario Court of Justice (General Division), in cooperation with the bar, undertook a broad review of the provinces civil justice system. Based in part on the findings and recommendations contained in the Civil Justice Review reports (First Report, Supplemental and Final Report), the Ministry of the Attorney General developed a vision of an improved system that delivers faster, more affordable, and more accessible civil justice. This vision was approved by Cabinet in October 1995.

Civil Justice Reform is the process through which this vision will become a reality. The focus of CJR is on early resolution of disputes. Changes to the civil justice system will be achieved through the introduction of:

- judicial case management;
- mandatory referral to mediation;
- technology support; and
- business process reengineering.

These reforms are intended to bring about speedier resolutions of disputes that will in turn save individuals and business time and money.

The development of communications strategies and materials for *The CJR Network*, is informed by the following:

- *There is a need to focus on results.*
The effectiveness of CJR will ultimately be measured by improvements to the civil justice system. All CJR communications should profile results to maintain interest in and support of CJR initiatives as they are phased in.
- *Different target groups have different needs.*
No single set of information or communications is appropriate to all groups within *The CJR Network*. Business owners, for example, have different information needs than judges. It is therefore essential that communications be targeted for maximum impact.

-
- *Expectations must be managed.*
CJR is a process — specific reforms will be implemented over a period of two to four years. The phasing in of reforms allows the Ministry to pilot specific initiatives and resolve problems while implementing a provincial roll-out. It is important that members of *The CJR Network* know what to expect when, so that judgment as to the effectiveness of CJR is not passed prematurely. Again, communications should profile results and early successes as specific CJR initiatives are phased in.
 - *The media are important influencers.*
The media are a powerful communications channel that can serve CJR well. The more accurate, timely and easily accessible information they are provided with, the more prepared they'll be to provide coverage which educates and informs key audiences. Proactive CJR communication with the media is essential.

III. The CJR Network

The CJR Network includes the following groups:

Primary Audiences

i. External Audiences

The Judiciary

The judiciary are key to the success of CJR and are the centre of the *CJR Network*.

The judiciary includes:

- heads of court
- regional senior judges at the general and provincial division
- regional court management advisory committees.

The Bar

The bar is also an integral part of the *CJR Network* since the reforms will impact how cases are managed and processed.

The bar includes:

- lawyers
- law firms
- professional organizations — Law Society of Upper Canada, Canadian Bar Association (Ont.), The Advocates Society, Court and District Law Presidents' Association, L'Association Juristes d' Expression Francaise de l'Ontario.

Mediation Community

Although CJR consists of more than just mediation, it is a current and central focus. As a result, the mediation community is a vital part of the *CJR Network*.

The mediation community includes: lawyers, court approved mediators, and mediators not on the roster.

Business Community

As consumers of the civil justice system, business stands to benefit from Civil Justice Reform.

The business community includes:

- business organizations and clubs — Board of Trade; Ontario Chamber of Commerce; local and regional chambers of commerce/boards of trade; ethnic chambers of commerce; Canadian Club; Empire Club; Canadian Journalism Foundation
- large and mid-sized businesses — credit and collection businesses; major insurance companies and the Insurance Bureau of Canada ; major retail companies, the Retail Council of Canada, and Retail Merchants Association of Canada; Canadian Bankers Association
- small business owners — Canadian Federation of Independent Business
- professional associations — College of Physicians and Surgeons, Ontario Medical Association, other provincial medical associations (e.g. Ontario Dental Association,), auditor's associations
- municipalities — Association of Municipalities of Ontario, Federation of Northern Ontario Municipalities, Association of Municipal Clerks and Treasurers of Ontario
- labour unions

Media

The media represent an important communications channel through which to reach the business and legal community as well as the general public.

The primary media audiences for CJR are:

- consumer news media — print and electronic
- business/trade media — print and electronic
- legal trade media — print
- business and legal organization publications — newsletters, magazines

ii. Internal Audiences

Ministry of the Attorney General staff

Staff of the Ministry of the Attorney General — court staff in particular — are the front-line implementors of CJR.

Staff of other ministries

Due to the economic and business impact of CJR, staff of other ministries — in particular the Ministry of Finance and the Ministry of Economic Development, Trade, and Tourism — are also part of *The CJR Network*.

Members of Provincial Parliament and their staff

MPPs and their staff are an important part of *The CJR Network* due to their direct link to constituents.

This group includes:

- Queen's Park staff
- constituency office staff

iii. Secondary Audiences

Federal and Provincial Governments

Federal and provincial governments are a secondary audience of the *CJR Network*. and should be kept informed of the results of CJR.

IV. Strategic Objectives

The Objectives:

- *Enhance knowledge about CJR among members of The CJR Network.*

CJR will introduce significant changes to the civil justice system. These changes will have an impact on all members of *The CJR Network*. CJR communications must therefore inform and educate members of *The CJR Network* about these changes. It is important that all communications emphasize the benefits of CJR and demonstrate that the civil justice system is working effectively and efficiently as a result of CJR.

- *Generate buy-in from CJR Network members.*

CJR is a good news story — one which network members will likely support provided that they have access to the information products and tools they require to participate in the process. Different information products will need to be developed for the different audiences within *The CJR Network*.

- *Facilitate timely and smooth implementation of CJR initiatives.*

CJR communications must be proactive and timely to keep members of *The CJR Network* informed of the roll-out of specific CJR initiatives. Each CJR initiative should be positioned within the overall context of Civil Justice Reform. All CJR initiatives (e.g. appointment of case management masters, piloting of electronic filing) should be linked to the ongoing Civil Justice Reform process.

- *Position CJR within a larger context.*

CJR is part of the government's commitment to improve Ontario's justice system and move it into the 21st century. CJR communications should establish a link between CJR and the government's vision for an integrated justice system.

-
- *Position the Ministry of the Attorney General and the Ontario government as good managers of the civil justice system.*

CJR communication should showcase the government's commitment to improving the civil justice system and addressing issues of concern as they emerge.

V. Framework For Action

Communication Themes

The following are the broad communication themes for *CJR Network* communications. Key messages targeted to specific *CJR Network* groups have been developed to reflect these themes. Key messages appear in the chart on the following page.

Civil Justice Reform:

It's Happening.

- focus on the introduction and implementation of reforms in various provincial centres.

It's Working.

- showcase early process success — focus on incremental improvements to the process rather than ultimate system changes.

It Pays.

- showcase reforms in terms of the time and money they save users (as opposed to the system or the MAG).

Communication Activities

CJR communications activities should build and sustain the momentum of the roll out of Civil Justice Reform. This can be achieved by:

- *Moving things forward.*
CJR communications should profile developments in each of the main reform areas — mediation, case management, and modernization. Communications materials and activities about a specific reform area should make reference to other reforms which have been introduced or will be introduced as part of the CJR process.
- *Moving things around.*
Communications activities should be staged in different regions of the province to preface, launch, update, and evaluate the implementation of specific CJR reforms.

VI. Communications Overview

Key Messages — Meeting the needs of *The CJR Network*

The overall message for all *CJR Network* audiences is that **CJR is an integral part of the government's commitment to improve Ontario's justice system**. This is message should be reinforced in all communications. Beyond this, however, specific key messages must be developed to meet the information needs for each of the *Network* audiences.

The following table outlines the information needs and appropriate CJR messages for each of the *Network* groups. These key messages are intended for CJR as a whole. Specific key messages for mediation, case management, and electronic filing will need to be developed as these reforms are introduced.

CJR Network Members	Information Needs	Key Messages
The Judiciary	<ul style="list-style-type: none"> • Need to know how CJR will address their concerns. • Need to feel part of the CJR process. • Need to know how CJR will be implemented on a provincial basis. 	<ul style="list-style-type: none"> • CJR is being phased in systematically. Here's the plan... • CJR improves the justice system. • CJR is responsive to the issues raised by the judiciary. • The judiciary are an important partner in CJR.
The Bar	<ul style="list-style-type: none"> • Need to know how CJR affects them. • Need to know how to work within the reformed civil justice system – what they need to do differently and why. • Need to provide clients with information about the civil justice process and changes to the system. 	<ul style="list-style-type: none"> • CJR improves client relations — saves users time and money. • CJR provides you with a useful planning tool — provides greater control over the timing of litigation • CJR is working — it's improving the civil justice system.

CJR Network Members	Information Needs	Key Messages
Mediation Community	<ul style="list-style-type: none"> • Need to know how CJR works (e.g. how to get on the mediation roster). • Need to know CJR affects them. 	<ul style="list-style-type: none"> • The government recognizes the role of mediation in improving the civil justice system. • Mediation provides a more consensual approach to litigation. • Mediation reforms are limited to court-connected mediation only — the government respects the courts and their jurisdiction.
Business Community	<ul style="list-style-type: none"> • Need to know how CJR affects them. • Need to know how to use the civil justice system to resolve disputes — understand what to do. 	<ul style="list-style-type: none"> • CJR saves business time and money. • CJR is working to make dispute resolution cheaper and faster. • Improvements to the civil justice system make it easier to do business in Ontario.

CJR Network Members	Information Needs	Key Messages
Media	<p><i>Consumer News Media:</i></p> <ul style="list-style-type: none"> • Need to know about CJR initiatives and their implementation. • Need to know what it means to the public. <p><i>Business Trade Media:</i></p> <ul style="list-style-type: none"> • Need to know how CJR affects business. <p><i>Legal Trade Media and Association Publications:</i></p> <ul style="list-style-type: none"> • Need to know detailed information about new procedures and policies resulting from CJR. 	<ul style="list-style-type: none"> • The government is improving the civil justice system to make it accessible, faster, and more responsive to the needs of Ontarians. • CJR is good for business. • The government is committed to making Ontario a better place to do business. • The civil justice system works better as a result of CJR. Here's why..., Here's how....
Ministry staff	<p><i>Court Staff:</i></p> <ul style="list-style-type: none"> • Need to know detailed information about new procedures and policies resulting from CJR. <p><i>Other Ministry Staff:</i></p> <ul style="list-style-type: none"> • Need to know what's happening and how it affects them. 	<ul style="list-style-type: none"> • CJR is being phased-in systematically. Here's the plan..... • The Ministry is managing the CJR process well.

CJR Network Members	Information Needs	Key Messages
Staff of other ministries	<ul style="list-style-type: none"> • Need to know how CJR fits into the government's overall plans. • Need to know how CJR will affect them. 	<ul style="list-style-type: none"> • CJR is a model for implementing changes in a planned and responsive way.
MPPs and staff	<ul style="list-style-type: none"> • Need to provide constituents with general information about CJR. 	<ul style="list-style-type: none"> • The government is improving the civil justice system to make it accessible, faster, and more responsive to the needs of Ontarians. • CJR is being phased-in systematically. Here's the plan.....
Federal & Provincial Governments	<ul style="list-style-type: none"> • Need to know if and how CJR is working. • Need to know how CJR will be implemented on a provincial basis. 	<ul style="list-style-type: none"> • CJR is working — it's improving the civil justice system. Here's how... • CJR is being phased-in systematically. Here's the plan.....

Communications Channels and Tools — How to reach *The CJR Network*

CJR Network Members	Communications Channels	Communications Tools
The Judiciary	<ul style="list-style-type: none"> • Scheduled personal meetings • Presentations at organized events 	<ul style="list-style-type: none"> • Overhead presentation • Speaking notes/core speech • Updates
The Bar	<ul style="list-style-type: none"> • Scheduled personal meetings • Presentations at organized meetings • Legal trade media • Association publications • Continuing legal education • Law schools 	<ul style="list-style-type: none"> • Overhead presentation • Speaking notes/core speech • Video • Presentation training for speakers • Booklets and guides • Updates
Mediation Community	<ul style="list-style-type: none"> • Presentations at organized meetings • Legal trade media • Association publications • Direct mail — mediators on roster 	<ul style="list-style-type: none"> • Overhead presentation • Speaking notes/core speech • Video • Presentation training for speakers • Booklets and guides • Information updates
Business Community	<ul style="list-style-type: none"> • Scheduled personal meetings • Presentations at organized meetings • Business trade media • Mail, fax, e-mail 	<ul style="list-style-type: none"> • Overhead presentation • Speaking notes/core speech • Video (allows a variety of individuals to deliver key messages) • Presentation training for speakers • Pamphlets and handouts about specific CJR initiatives (e.g. case management, mediation, modernization) • Updates and communiqués

CJR Network Members	Communications Channels	Communications Tools
Media	<ul style="list-style-type: none"> • Personal meetings — build relationships • Media relations • Media conferences/events • Presentations at organized meetings (e.g. Canadian Journalism Foundation) 	<ul style="list-style-type: none"> • Media kits — releases, backgrounders, fact sheets • Op ed articles • Action Track schedule/checklist • Media training for spokespeople • Display unit for event backdrop/photo-op
Ministry Staff	<ul style="list-style-type: none"> • Ministry publications — e.g. <i>Business Plan News</i>, <i>MAG et Vous</i> • E-mail, electronic post office • Correspondence — memos, letters, etc. 	<ul style="list-style-type: none"> • Articles • Updates • Question and Answer sheets
Staff from other ministries	<ul style="list-style-type: none"> • Government publications — e.g. <i>Topical</i> • E-mail, electronic post office 	<ul style="list-style-type: none"> • Articles • Updates • Question and Answer sheets
MPPs and staff	<ul style="list-style-type: none"> • Correspondence — memos, letters 	<ul style="list-style-type: none"> • Question and answer sheets on various CJR initiatives • Copy to insert in constituency communications • Question and answer video for constituency offices.
Federal & Provincial Governments	<ul style="list-style-type: none"> • Correspondence 	<ul style="list-style-type: none"> • Updates

VII. Roles and Responsibilities

The Attorney General

The Minister will:

- meet with high level representatives from the business community, the judiciary, and the bar;
- make high profile announcements and officially launch specific CJR initiatives;
- conduct media interviews; and
- give presentations/speeches at high profile speaking engagements (e.g. Empire Club, Canadian Journalism Foundation).

The Deputy Attorney General

The Deputy Minister will:

- meet with representatives from the business community, mediation community, and the bar;
- provide information and updates about CJR initiatives to *Network* audiences;
- conduct media interviews

Provincial Mediation Coordinator

The Provincial Mediation Coordinator will:

- meet with representatives from the business community, the mediation community, and the bar;
- liaise with and consult *CJR Network* to solicit input and support (emphasis on the bench, the bar, and medication community);
- conduct consultations and preparatory meetings with relevant *CJR Network* audiences in communities targeted for CJR roll-out.
- provide information and updates about CJR initiatives to *Network* audiences;
- conduct media interviews

Ministry of the Attorney General Senior Management and Directors

Senior managers and directors will:

- give presentations as meetings of business and legal organizations
- act as the key contact to provide CJR Network members with answers to questions
- communicate CJR initiatives and messages to Ministry staff

VIII. Success Criteria

The Ministry of the Attorney General will know that its communications to *The CJR Network* have been successful if:

- the judiciary is vocal in their support of CJR and feels that they are an equal partner in implementing CJR;
- the bar and mediation community supports CJR and has the information they need to comply with new processes;
- business recognizes that the civil justice system is cheaper, faster, and more accessible as a result of CJR;
- internal and secondary audiences are advised regularly of the progress of CJR implementation;
- key messages are reflected in comments from *CJR Network* groups/members;
- positive and proactive media coverage is generated; and
- staff know and understand the CJR process.

IX. Action Templates

This section contains action templates to guide and facilitate implementation of *CJR Network* communications. Specifically, the templates are working tools — they provide a format for targeting and sequencing communications activities. The templates are designed to be flexible so as to accommodate changes in CJR implementation — information contained in the templates can easily be revised to reflect changes in implementation timing.

At present, the action plans contained in the templates are based on the understanding that in addition to mediation, which has already been introduced in Ottawa and Toronto, case management will be introduced in these centres in April and electronic filing piloted in Toronto in May or June — provincial roll-out locations for CJR still to be determined.

The action plans contained in these templates are intended to provide a clear indication of:

- when to target specific *Network* audiences over the course of the current fiscal year (Targeting Template), and
- the type of communication activity to undertake for each *Network* audience (Communications Activities Template).

I. Targeting Template

This template provides an overview of the timing of CJR *Network* communications to the various audiences (i.e. whom to target when). It is based on the premise that the judiciary and the bar are pivotally important to the success of CJR initiatives. As a result, communications with the majority of groups within these target audiences is ongoing rather than dependent on the implementation timing of specific CJR initiatives.

On the other hand, communication to the other *CJR Network* audiences is directly linked to CJR roll-out. As a result, the template features communications to these audiences as a periodic focus (proactive communications linked to CJR roll-out) or routine updates and monitoring.

First Quarter Communications

Based on the information provided by the Ministry of the Attorney General, it is apparent that CJR communications to date (Fall/96 to April/97) have concentrated heavily on the bar, law firms in particular. To ensure balance in communicating with both the bar and the bench, it is necessary to concentrate communications efforts on the judiciary for the first quarter of the current fiscal year.

Based on the current roll-out plan, it is also necessary to target key groups within the business community in the first quarter of the current fiscal year — launch new CJR initiatives (e.g. case management, e-filing) and communicate the details of recently launched initiatives (e.g. mediation).

Since mediation is the current focus of CJR, it is essential that the mediation community in Ottawa and Toronto be provided with the information they require in order to understand and support this initiative. As a result, the template features a concentration of first quarter communication for this target group.

Media communication is designed to reflect the above mentioned priorities — concentration of communication to the legal trade media to correspond with focus on the bench and the bar; communication to business trade media and business association publications to correspond with business community focus. Consumer media relations is featured as proactive and periodic in the first quarter and over time.

Communication with internal audiences and secondary *Network* audiences (federal and provincial governments) features routine updates and monitoring in the first quarter and over time.

Second Quarter and Beyond

Concentration of communication to *CJR Network* audiences in the second quarter and beyond has been scheduled to ensure balanced and manageable communication to all target audiences. Significantly less communication has been scheduled for July and August in recognition of the difficulty in reaching target audiences during the summer months.

CJR Network — Targeting Template

	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			1998/99	1999/2000
	Apr-97	May-97	Jun-97	Jul-97	Aug-97	Sep-97	Oct-97	Nov-97	Dec-97	Jan-98	Feb-98	Mar-98	(Apr. - Mar.)	(Apr. - Mar.)
The Judiciary														
• heads of court														
• reg. senior judges, general														
• reg. senior judges, provincial														
• reg. court management comm.														
The Bar														
• law firms														
• law associations/schools														
• lawyers														
Mediation Community														
• lawyers														
• mediators														
Business Community														
• business organizations														
• large/mid-sized businesses														
• small business owners														
• professional associations														
• municipalities														
• labour unions														
Media														
• consumer news media														
• business trade media														
• legal trade media														
• bus. association publications														
• legal assoc. publications														
MAG Staff														
Other Min. Staff														
MPPs and Staff														
Fed/Prov. Govt.														

LEGEND

- Concentrated communications to CJR Network audience
- Ongoing focus
- Periodic focus — proactive
- Routine updates and monitoring

II. Communications Activities Template

This template provides a framework for sequencing *CJR Network* communications over the course of the current fiscal year. It is intended to be used in conjunction with the targeting template — the targeting template outlines which *Network* audience to target when, while the activities template outlines the type of communications activities to be used.

For easy reference, communications activities have been grouped as follows:

Speaking Engagements and Meetings

- Key representatives from the Ministry of the Attorney General (see Roles and Responsibilities section) speak to or meet with *Network* audiences,
- Speaking engagements and meetings can either be proactively sought by the Ministry or occur in response to an invitation.

Publishing Activities

- The Ministry of the Attorney General publishes informational or educational materials for specific *Network* audiences — informational material includes updates, activity reports, and general CJR communications, while educational material provides target audiences with “how to” type information.

Hosting of Events

- The Ministry of the Attorney General hosts events for various *Network* audiences.
- Events are convened and organized by the Ministry rather than by target audience groups — events may be organized in conjunction with a target group but remain an MAG event.

Content Rationale

Timing: The timing of the communications activities contained in this template correspond to the targeting priorities outlined in the previous template. For example, communication activities to heads of court are concentrated in the first quarter of the current fiscal year to correspond with the priority targeting of this group.

Activity Mix: The activity mix for each of the *Network* audiences (e.g. speaking/meeting, publishing, and hosting events) has been selected to ensure balanced and appropriate communication. To maximize available resources, communication activities appropriate for several target groups within a *Network* audience have been grouped together wherever possible (e.g. an event or publishing activity used to reach more than one target group). Due to the amount of time involved in hosting events, this type of activity has been kept to a minimum.

CJR Network — Communications Activities Template

The Judiciary

	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
	Apr-97	May-97	Jun-97	Jul-97	Aug-97	Sep-97	Oct-97	Nov-97	Dec-97	Jan-98	Feb-98	Mar-98
Speak/Meet												
• heads of court												
• reg. senior judges, general												
• reg. senior judges, provincial												
• reg. court management comm.												
Publish												
• heads of court												
• reg. senior judges, general												
• reg. senior judges, provincial												
• reg. court management comm.												
Host Events												
• heads of court												
• reg. senior judges, general												
• reg. senior judges, provincial												
• reg. court management comm.												

LEGEND

 Concentrated activity
 Continual activity — proactive

CJR Network — Communications Activities Template

The Bar

	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
	Apr-97	May-97	Jun-97	Jul-97	Aug-97	Sep-97	Oct-97	Nov-97	Dec-97	Jan-98	Feb-98	Mar-98
Speak/Meet												
• law firms												
• law associations/schools												
• lawyers												
Publish												
• law firms												
• law associations/schools												
• lawyers												
Host Events												
• law firms												
• law associations/schools												
• lawyers												

LEGEND



Concentrated activity

CJR Network — Communications Activities Template

Mediation Community

	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
	Apr-97	May-97	Jun-97	Jul-97	Aug-97	Sep-97	Oct-97	Nov-97	Dec-97	Jan-98	Feb-98	Mar-98
Speak/Meet												
• Mediators												
• Lawyers												
Publish												
• Mediators												
• Lawyers												
Host Events												
• Mediators												
• Lawyers												

LEGEND

- Concentrated activity
- Routine updates

CJR Network — Communications Activities Template

Business Community

	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
	Apr-97	May-97	Jun-97	Jul-97	Aug-97	Sep-97	Oct-97	Nov-97	Dec-97	Jan-98	Feb-98	Mar-98
Speak/Meet												
• business organizations												
• large/mid-sized businesses												
• small business owners												
• professional associations												
• municipalities												
• labour unions												
Publish												
• business organizations												
• large/mid-sized businesses												
• small business owners												
• professional associations												
• municipalities												
• labour unions												
Host Events												
• business organizations												
• large/mid-sized businesses												
• small business owners												
• professional associations												
• municipalities												
• labour unions												

LEGEND

Concentrated activity

CJR Network — Communications Activities Template

Media

	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter					
	Apr-97	May-97	Jun-97	Jul-97	Aug-97	Sep-97	Oct-97	Nov-97	Dec-97	Jan-98	Feb-98	Mar-98
Speak/Meet (interviews)												
• consumer news media												
• business trade media												
• legal trade media												
• bus. association publications												
• legal assoc. publications												
Publish (media releases)												
• consumer news media												
• business trade media												
• legal trade media												
• bus. association publications												
• legal assoc. publications												
Host Events (photo ops)												
*Invite appropriate media to events for <i>Network</i> audiences (see other templates)												
• consumer media												
• business trade media												
• legal trade media												
• bus. association publications												
• legal assoc. publications												

LEGEND

Concentrated activity

Routine updates

CJR Network — Communications Activities Template

Internal Audiences

	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
	Apr-97	May-97	Jun-97	Jul-97	Aug-97	Sep-97	Oct-97	Nov-97	Dec-97	Jan-98	Feb-98	Mar-98
Speak/Meet												
MAG Staff												
Other Min. Staff												
MPPs and Staff												
Publish												
MAG Staff												
Other Min. Staff												
MPPs and Staff												
Host Events												
MAG Staff												
Other Min. Staff												
MPPs and Staff												

LEGEND

-----> Routine updates

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